

### Sample Categories of Impact

Hard Data	Soft Data
<b>Output</b> <ul style="list-style-type: none"> <li>• completion rate</li> <li>• money collected</li> <li>• new accounts generated</li> <li>• forms processed</li> <li>• payments made</li> <li>• applications processed</li> <li>• tasks completed</li> </ul>	<b>Work habits</b> <ul style="list-style-type: none"> <li>• tardiness</li> <li>• violations of safety rules</li> <li>• communication breakdowns</li> <li>• excessive breaks</li> </ul>
<b>Quality</b> <ul style="list-style-type: none"> <li>• failure rate</li> <li>• waste</li> <li>• rejects</li> <li>• error rates</li> <li>• time card corrections</li> <li>• incidents</li> <li>• compliance discrepancies</li> </ul>	<b>Work climate/satisfaction</b> <ul style="list-style-type: none"> <li>• grievances discrimination charge</li> <li>• job satisfaction</li> <li>• employee engagement</li> <li>• intent to leave, stress</li> </ul>
<b>Costs</b> <ul style="list-style-type: none"> <li>• treatment costs</li> <li>• budget variations</li> <li>• variable costs,</li> <li>• overhead costs,</li> <li>• operating costs</li> <li>• program cost savings</li> </ul>	<b>Customer service</b> <ul style="list-style-type: none"> <li>• customer complaints</li> <li>• customer satisfaction/dissatisfaction</li> <li>• customer retention</li> </ul>
<b>Time</b> <ul style="list-style-type: none"> <li>• cycle time</li> <li>• overtime</li> <li>• on-time shipment</li> <li>• time to program completion</li> <li>• processing time</li> <li>• supervisory time</li> <li>• learning time</li> <li>• meeting schedules</li> <li>• repair time</li> <li>• late reporting</li> <li>• lost time days</li> </ul>	<b>Employee development/advancement</b> <ul style="list-style-type: none"> <li>• promotions</li> <li>• capability</li> <li>• programs completed</li> <li>• requests for transfer</li> <li>• performance appraisal ratings</li> <li>• networking</li> </ul>
	<b>Creativity</b> <ul style="list-style-type: none"> <li>• innovation</li> <li>• new ideas</li> <li>• suggestion</li> <li>• new products or services</li> <li>• process improvements</li> <li>• alliances</li> </ul>
	<b>Image</b> <ul style="list-style-type: none"> <li>• reputation</li> <li>• leadership</li> <li>• social responsibility</li> <li>• environmental friendliness</li> <li>• diversity</li> <li>• external awards</li> </ul>

From: "Beyond Learning Objectives: Develop Measurable Objectives that Link to the Bottom Line," : Jack Phillips, (2008)